

Complexity of Leadership Theories, Models and Their Linking with Leadership in Kosovo

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Abstract

In general, the history of leadership studies ranges from the theories of the "great man" to the concept of universality and the elaboration of fields and social sciences. The approach to leadership was expanded as qualities and characteristics, which are not entirely innate and inherited, but they can also be acquired through various learning processes and experiences. The evolution and development of leadership concepts is a historical phenomenon, closely related to the organizational structure of society. The evolution of society and governance in different orders demonstrated in its entirety a set of qualities and traits of leaders suitable for different situations. "Leadership is an important subject with confusing ideas, open terminology for a wide variety of interpretations, definitions and descriptions of leadership vary widely." From the traditional point of view, the ability to lead is seen as an individual gift and quality which is usually felt at the charisma or power of the personality. "A leader has no greater obligation than to ensure the survival of his country. However, states operate in an anarchic system, where there is no high authority, which we can turn to if they are seriously threatened by another state. In the harsh world of international politics there is no 911 number to call in case a country gets into trouble, but even if there is, the fact is that on the other hand there is no one to pick up the phone. In this way, leaders and their peoples operate in a self-reliant world, in which they must do whatever is necessary to ensure their safety. In other words, international politics tends to be an area where rules are often violated with various consequences. This paper has a historical, theoretical, practical character of Kosovar leadership, analyzes the historical and interactive bases, models and the most influential theoretical and practical reflection, factors with the greatest impact and influential actors on different leadership leadership, in the most important moments of state formation in Kosovo, on the community, nation and regional and international policy in accordance with the development and economic standardization of the country.

Keywords: Leader, Leadership, History, Evolution, Kosovar.

Abstrakt

Në përgjithësi, historiku i studimeve të lidshimit variojnë nga teoritë e "njeriut të madh" deri tek koncepti i universalitetit dhe detajimit të fushave e shkencave sociale. Qasja ndaj lidshimit u zgjerua si cilësi dhe karakteristika, të cilat nuk janë tërësisht të lindura e të trashëguara, por ato mund të fitohen edhe nëpërmjet proceseve mësimore dhe eksperiencave të ndryshme. Evoluimi dhe zhvillimi i koncepteve të udhëheqjes është një fenomen historik, i lidhur ngushtë me strukturën organizative të shoqërisë. Evoluimi i shoqërisë dhe qeverisja në rëndësi të ndryshme demonstroi në tërësi një sërë cilësish e tipare liderësh të përshtatshme për situata të ndryshme. "Udhëheqja është një subjekt i rëndësishëm me ide konfuze, terminologji të hapur për interpretime gjerësisht të ndryshme, përkufizimet dhe përshkrimet e lidshimit ndryshojnë jashtëzakonisht shumë". Nga këndvështrimi tradicional aftësia për udhëheqje shihet si dhuratë dhe cilësi individuale e cila mëshirohet, zakonisht, te karizma ose pushteti i personalitetit. "Një udhëheqës nuk ka detyrim më të madh se sa të sigurojë mbijetesën e vendit të vet. Megjithatë, shtetet veprojnë në një sistem anarkik, ku nuk ka një autoritet të lartë, të cilit mund t'i drejtohem nëse kërcënohen seriozisht nga një shtet tjetër. Në botën e ashpër të politikës ndërkombëtare nuk ka një numër 911 për t'i telefonuar në rast se një shtet futet në telashe, por edhe sikur të kishte, fakti është se në anën tjetër nuk ka një njeri që të ngrejë telefonin. Në këtë mënyrë, udhëheqësit dhe popujt e tyre veprojnë në një botë ku mbështeten te vetja, në të cilën ata duhet të bëjnë çdo gjë që është e domosdoshme për të garantuar sigurinë e tyre". Me fjalë të tjera, politika

ndërkombëtare ka prirje të jetë një fushë ku rregullat edhe shkelen shpesh me pasoja të ndryshme. Ky punimi ka karakter historik, teorik, praktik të lidërshipt kosovar, analizon bazat historike dhe ndërvepruese, modelet dhe reflektimin teorik dhe praktik më ndikuese, faktorë me impaktin më të madh dhe aktorë ndikues mbi individin e ndryshëm lidërshipt, në momentet më kryesore të shtetformimit në Kosovë, mbi komunitetin, kombin dhe politikën rajonale e ndërkombëtare në përputhje me zhvillimin dhe standardizimin ekonomik të vendit.

Fjalë kyçe: Lider, Lidërshipt, Historik, Evoluim, Kosovar.

Introduction

The political science of leadership has been particularly active in a wider context, in the study of the transition from authoritarian regimes to competitive regimes, which has been the most prominent feature of the political world from the 1980s-1990s, while for the part of the Kosovar political leadership, in the years 1999 until today. The fundamental message of leadership is that such upheavals should not be interpreted as the result of long-term economic and social changes. Nor are they the product of mass pressure from below. More precisely, we find the explanation in the leaders who agree in a way to reach understanding among themselves, causing the violent struggle for power to be replaced by the regulated competition of leadership. In general, political scientists have been interested in the leaders and elites of politics, economics, diplomacy, etc., in two main directions:

One direction has to do with examining the gender, social background, education, career steps and political orientations of those people who reach leadership positions in a variety of activities that have a major impact on society. This approach is as concerned with illustrating and examining the range of possibilities in a society as it is with political action. It usually examines how socially or educationally representative the leaders are or, more simply, how unrepresentative of the wider population they are.

A second direction aims to determine at what level members of an elite act as leaders. This approach investigates whether the leading figures in business, trade unions, media, etc., have shared goals or ideologies, coordinated their actions or controlled their social reproduction. James Meisel has called this combination of consciousness, coherence and conspiracy, the "three C's" (Parry, 2010).

A problem often encountered in leadership studies is the clear definition of their assumed boundaries, because in the context of a leader approach to politics, history is an explanation of the continuity, transformation and replacement of leadership, and criteria are needed by which to determine if, when, and how, leadership supported itself or paved the way for another leader.

These practices have influenced the progress of political, economic and diplomatic developments in the path of the state of Kosovo. Challenges to such interpretations of political and state transition, such as the case of Kosovo, are often reminiscent of continuous criticism of the leadership and end up claiming the autonomy of the leadership or particular leaders. Class analyzes argue that theories of leadership ignore the extent to which elites are embedded in class alignment. Other bottom-up approaches have shown that leaders greatly underestimate the roles played by the general public in periods of political upheaval and the dependence of leadership on popular support (Parry, 2010).

1. Literature review

The theoretical model and literature on which the study is based is conditioned within its historical and theoretical framework. Review of international theoretical models, leadership styles and compared with the profiles, styles and innovations of leaders in Kosovo, we have reached the conclusion that the theoretical models of Kosovar political leadership are: Trait approach, skills model approach, behavioral style theory alternated with the practicality of situational leadership.

These combinations of approaches give us a mixed leadership profile between Albanian culture, local traditionalism and the conjunctures and actions of different global and regional geopolitical vectors on their decision-making behavior and attitude.

The literature used is mainly based on a contemporary literature in support of theories and doctrines on leadership, on political theories and on economic theories under the direct influence of regional and international globalization, on primary and secondary sources reflecting them, on the archives located in the national library of Kosovo, political and media reflection. The study topic is placed in the regional and international context, this is also reflected in the sources on the attitudes of factors in international diplomatic, economic and integration relations, diplomatic action, domestic and international law, etc.

Definition of leadership - We have leadership in any kind of work and human activity, adventure, project regardless of scale, financial or official authority. The many ways in which leadership operates make it difficult and diverse to define and describe leadership. In this context, several questions arise. What is leadership? Is it a technical leadership model? Is leadership a behavior? Is leadership more a matter of style or philosophy?

Limiting descriptions of leadership simply as a technical model, process, style or philosophy helps us to clarify the main ways of understanding and explaining what leadership means. The universal approach of leadership defines it as "an area of research and a practical skill, related to the ability of an individual or organization to "lead" or guide other individuals, teams or entire organizations". (Wikipedia, n.d.) *Leadership presents a challenge in understanding the nature of leadership. Stogdill (1974), in a summary of research on leadership states that "there are many different definitions of leadership, as there are people who have tried to define it".* (R.M., 1974) Fleishman E. A. (1991), according to recent research, cites about 65 different classification systems developed for determining leadership. Some authors suggest leadership as the focus of group processes, others from a personality perspective, in terms of the power relationship that exists between leaders and followers, power exercised and having a difference in others, from a skills perspective, related to the concept of power, from the holistic spectrum that can arise from levels of power, from mental energies, from high skills and the highest level of values, wisdom, spirituality, where each leader originates from a special mixture of one or from many previous factors.

Many definitions of leaders and leadership from different authors and schools from "10 definitions of leadership", to the most common usage that focus; in the process of social influence, a person or a group of people with common goals and lead them; a person or a group of persons, who organize a certain mass of people in the fulfillment of the same goals.

2. Methodological bases and methodology of research

The methodology of the paper is dictated by the content of the topic itself, basic theses and scientific research questions as well as by the objectives that the study aims to achieve. The multidisciplinary, historical, theoretical and practical character of the doctoral project dictates the application of a complex methodology. Therefore, the methodology of this paper is the combination between comparative methods and empirical and qualitative research methods, as well as the transition to the synthesizing (deductive) method in function of the authenticity of the hypothesis and research questions.

With the inductive method, we collect data, acts, facts, media, political, economic, social sources in the Republic of Kosovo and beyond, in regional, European and global politics. These data have been collected, systematized, compared and analyzed in the version of the role of leadership in the economic development of Kosovo.

In conjunction with inductive analysis, the comparative method is based on theoretical studies, by various researchers, scientists and authors with a wide international profile, selecting parallels,

common points, similarities and contrasts from one leader to another, according to their respective approaches.

3. Research results

Complexity of leadership theories - Leadership is a complex process, describes selected and evaluated approaches to leadership and how they can be used to improve leadership in real situations. Theoretical and practical approaches treat leadership as a complex process with multiple dimensions. Theories of political leadership present many controversies and debates. Samuel Johnson states that the drivers of the human mind are the desire for good and the fear of evil, where leadership should go forward.

The research focus is related to determining leadership effectiveness. Different researchers have tried to identify what traits, skills, behaviors, sources of power and aspects of the situation determine how well a leader is able to influence followers and realize group objectives. The research on leadership in Kosovo, in the time frame 1999-2021, focuses on traditional theories and leadership styles conditioned by systems, times, experiences, circumstances, societies and internal and international situations. From the traditional and situational theories of leadership with influence, we distinguish:

1) **The Theory of Special Features** extends from antiquity with the theories written by Plato in "Republic", by Aristotle in "Politics", Plutarch in "Lives", Max Weber in "Politics as a profession...", describing the qualities carried to the individual who can enjoy leadership traits. Research on traits, characteristics and focusing on what qualitatively distinguishes an individual and defines him as a leader is related to the recognition of the importance of leadership and the assumption that leadership is rooted in the characteristics that certain individuals possess. This idea of leadership is based on individual attributes, known as the "trait theory of leadership". (Wikipedia, n.d.)

2) **Theory of the skills model approach.** According to this theory, the leader possesses a complex of traits that make him a distinctive role model and influential on others. The created model is considered as a comprehensive mastery of individual features. The model is not considered a multiplication of the traits of many people of one person. The model itself contains both completely individual features, as well as a symbiosis of collective features of a certain category or stratum of people. The skills approach is the leader's perspective focused on leadership. The study on leadership skills belongs to the Harvard school (Robert Katz, (1955), with the title: "Skills of an effective administrator". This approach by Katz overcomes the trait approach, treating leadership as a set of developed skills. It suggests that the effectiveness of leadership depends on three basic personal skills: technical, human and conceptual. (Katz, 1995 - 2013) Aftësitë e lidërsipit mund të fitohen, zhvillohen dhe trajtohen, ndërsa tiparet janë karakteristika të lindura.

3) **Theory of behavioral styles.** The style approach emphasizes leader behavior and focuses only on what leaders do and how they act. According to this approach, the leader is defined as a set of behaviors that manages to dominate others or is identified by others with his behaviors. The author David McClelland considers the leader as a person with a positive affective ego, not so much as an influencing model but as a set of influencing behaviors, while Kevin Mick defines this theory as a style that leads to self-confidence within the leader and high esteem from others simultaneously. (BUSINESSBALLS , 2011-2014) The style approach defines that leadership is composed of two general types of behavior: task behavior and relationship behavior.

4) **The situational theory of leadership** was formed as a reaction to the theory of traits, sociologist Herbert Spencer and Karl Marx (1884), who emphasized that times produce the person and not the other way around. (Spencer) This theory assumes that different situations require different leadership styles. According to the theory "what actually makes an individual

act as a leader depends to a large extent on the characteristics of the situation in which he functions". Different theorists have defined the three leadership styles and identified in which situations each style works best. Theorists defined the authoritarian, democratic and laissez-faire style of leadership as a function of situational contingency. The situational theory of leadership was developed by authors such as Stogdill, R. M. (1948 & 1974), Mann, R.D (1940, 1959, James MacGregor Burns (1978). According to this theory, the effectiveness of the leader will depend on the necessity of matching the leadership style with the level of development of the subordinates. According to this model, the behavior becomes a function not only of the characteristics of the leader but also of the characteristics of the followers (Hersey, Paul; Blanchard, Ken, Johnson, D., , 2008). The theory suggests that effective leaders are those who must know what employees need and adapt their style to meet these needs.

5) **Mixed theory.** According to this theory, leadership is defined through the combination of the theory of inherited traits and situational adoption, by theorists such as Herbert Spencer (1840), Fred E. Fidler, Victor H. Vroom, Phillip W. Yetton, Arthur G. Jago (1988). This theory explains different types of leadership from authoritarian to liberal, from individualist to team. Systems, times, circumstances, societies and situations condition different leadership styles.

From the leadership styles we distinguish: autocratic or authoritarian style, participatory or democratic style, free management style, narcissistic style. Kosovar leadership behavior focuses almost exclusively around these types of leadership styles.

1. **The autocratic or authoritarian style** of leadership is characterized by the centralization of the decision-making process in the hands of the leader. The autocratic style has characterized all totalitarian systems. This behavior in modern times has the characteristics: centralized style in every field of every type of leader; This style is applied in emergency situations, has dynamics, power and policy-making experience.

2. **The participatory or democratic style** favors the group decision-making process. The leader gives instructions only after consulting his group or team. This leadership behavior benefits cooperation in leadership, motivation, effectiveness and positivity in group work. Decision-making processes rise above consultative processes and include working groups.

3. **The style of free direction (laissez-faire)** is associated with leaders and leadership who have no inclination to lead, but let the entire group demonstrate leadership ability. This behavior allows the maximization of subordinates' freedom and increases their creative energy. It allows subordinates a free hand in the decision-making process. It creates space for subordinates in making policies. It creates opportunities for the application of various methods. This leadership style is used for calm, stabilized, stable and standardized situations.

4. **Narcissistic style.** The definition of this style was best given by Kets de Vries, Macoby and Thomas. These leadership researchers define this style for leaders who overestimate themselves and underestimate others. These leaders like themselves to the extreme and over time increase the distance between themselves, the people around them and the people.

Some cognitive psychological models in leadership

Forty years ago, psychologists began a "cognitive revolution" as they threw out simple behavioral models and looked again at how people's thought processes shaped the choices they made. They brought the concept of "mind" back to psychology. Cognitive psychology has shown major differences between the expectations of rational decision models and the attribution, evaluation, and judgment processes that leaders often use. Since she explains these differences with the need for simple rules of information processing and judgment, which are necessary to understand the uncertain and complex environments, as the leadership in Kosovo is currently facing, with the internal political and economic situations, interwoven with international global processes, we think

to dwell on these cognitive psychological models, judging that it helps decision-making procedures for leadership in Kosovo.

Simplicity - Political leaders, who make decisions about the country's political, economic, cultural, social and diplomatic problems, must streamline it by simplifying its complexities somewhat. To do this, they must unconsciously strip away nuance, context, and subtlety from the problems they encounter in order to build simple systems. For example, in 1991, President George W. Bush called Saddam Hussein "the next Hitler," paying little attention to what was different, whether about the two men or about Iraq in 1990 and Germany in 1938. However, placing Saddam in an existing framework, through the use of analogical reasoning, gave the president an easily understandable script for how to respond to Iraq's invasion of Kuwait. (Smith, Steve, Hadfield, Amelia, Dunne, Tim Dunne, , 2013)

Coherence - Cognitive psychologists have produced consistent evidence that people strongly prefer cognitive coherence, as they are uncomfortable with inconsistent information and consequently reject or disregard ambiguous information without logical coherence to defend their beliefs. This insistence on clarity, on logical coherence, damages the processes of evaluation and judgment by different leaders. The consolidated tendency to disregard ambiguous information contributes significantly to the maintenance of existing beliefs. Indeed, exposure to contradictory information often results in the strengthening of beliefs, it seems that people are programmed to be conservative. Evidence, which the political leadership in Kosovo has gone through, suggests that changing beliefs is very difficult.

Poor Estimators - *Leaders are not all intuitive probability thinkers. "Human performance suffers," Tetlock argues, "because we are, deep down, deterministic thinkers, who hate probability strategies, who accept the inevitability of mistakes."* (Rapaj A, 2018) Political and economic leaders are no exception. When we can compare their estimates with those that would emerge from objective probability calculations, the leaders, surprisingly, come out poorly. What makes matters worse is that leaders suffer from the classic hidden bias. The power of "hidden bias" is surprising because these leaders know that their judgments are being recorded and that these recordings are available.

Loss Aversion - Leaders, like people in general, are not risk neutral. Cognitive psychology has produced strong evidence that losing is more painful than comparable winning is satisfying, and that people prefer a smaller immediate win to taking a risk for a larger reward in the long run. People systematically overestimate losses relative to comparable gains. These statements about risk have been supported in a wide range of cultures and situations.

The impact of loss aversion on foreign policy decision-making is also considerable in Kosovo. Leaders tend to be risk averse when things go well, and relatively risk averse when things go wrong, when they face a crisis in which they may lose or have lost something important to them. Leaders, too, may take a greater risk to protect what they already have: the "aid effect," than to increase their winnings. They, too, may take a greater risk to reverse losses, to recapture what they once had, than what they would do to achieve new victories.

Conclusions

After the war, Kosovo brought a completely different political system from the one its citizens were used to. In particular, this system was challenging for the new leadership but also for the old ones from the time of communism, because democracy requires a completely different approach and commitment from monist systems.

Another factor was the post-war situation, which had a great impact on the leaders and the leadership of Kosovo, because it directly influenced their commitment both to the reconstruction of the country and to the democratization process that had begun. In this regard, we have noticed that science political leadership has been particularly active in a wider context, in the study of the

transition from authoritarian regimes to competitive regimes, which has been the most prominent feature of the political world from the 1980s-1990s, while for the part of the Kosovar political leadership, in years 1999 until today.

Also in leadership studies, in the context of a leader's approach to politics, history is an explanation of the continuity, transformation and replacement of leadership and needs criteria through which it can be determined whether leadership has supported itself or paved the way for a leader other. Unfortunately, this approach of the Kosovar leadership has been and continues to be poor and very little applicable. It can even be said that the tendency to stay in power has more to do with the monist system. These are the practices that have influenced the progress of political, economic and diplomatic developments in the path of the state of Kosovo.

Challenges to such interpretations of the political and state transition, such as the case of Kosovo, are often reminiscent of continuous criticism of the leadership and end up claiming the autonomy of the leadership or particular leaders. Class analyzes argue that theories of leadership ignore the extent to which elites are embedded in class alignment.

Leadership is a complex process, describes selected and evaluated approaches to leadership and how they can be used to improve leadership in real situations. Theoretical and practical approaches treat leadership as a complex process with multiple dimensions. Theories of political leadership present many controversies and debates. Samuel Johnson states that the drivers of the human mind are the desire for good and the fear of evil, where leadership should go forward.

During the elaboration of the topic, especially the leadership theories and styles, we noticed that most of them were adapted to the Kosovar leaders and especially the styles, when we consider that they are dealing with situations similar to those of Kosovo after the war. Of those, the most representative ones are: *The Theory of Special Features*, *The Theory of the Skills Model Approach*, *The Situational Theory of Leadership*, as well as *Autocratic or Authoritarian Style*, *Participatory or Democratic Style* and *Laissez-faire Style*, all of them explained above.

Psychologists, also rejecting simple behavioral models, began what they call the "cognitive revolution," and looked again at how people's thought processes shaped the choices they made. They returned the concept of "**mind**" to cognitive psychology, since it explains these differences with the need for simple rules of information processing and judgment, which are necessary to understand uncertain and complex environments, such as the one currently facing leadership in Kosovo, with the internal political and economic situations, intertwined with global international processes. For this the most important cognitive elements that leaders in Kosovo should have are: *Simplicity*, *Coherence*, but not having cognitive elements like *Poor Estimators and Loss Aversion*. The phenomenon of aversion of losing in foreign policy decision-making is significant in Kosovo.

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